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26 July 1954

MEMORANDUM FOR: General Mark W. Clark

REFERENCE : Task Force of the Hoover Commission on Organization  
of the Executive Branch of the Government to Study  
the Central Intelligence Agency.

1. The Legislation establishing the Commission on Government Operations states that the work of this body should include studies:

- a. recommending methods and procedures for reducing expenditures to the lowest amount consistent with the efficient performance of essential services, activities, and functions;
- b. eliminating duplication and overlapping of services, activities, and functions;
- c. consolidating services, activities, and functions of a similar nature;
- d. abolishing services, activities, and functions not necessary to the efficient conduct of government;
- e. eliminating nonessential services, functions, and activities which are competitive with private enterprise;
- f. defining responsibilities of officials; and
- g. relocating agencies now responsible directly to the President in departments or other agencies.

It is assumed that you will cover these matters in your survey of the Central Intelligence Agency.

2. In conducting your study of the CIA you will also examine its organization and methods of operation. Special attention should be paid to the relations between the CIA and other intelligence organizations

including the NSA and the C.I.C. of the Army. It is suggested that attention should be given not only to the question of duplication and overlapping between these agencies, but also to how well they serve their respective agencies and departments and the degree of their contribution to the national intelligence picture. A subject that is of importance is whether adequate encouragement is being given to ~~THE~~ development of career intelligence officers. The security of our intelligence organizations is also a matter of prime importance.

3. In connection with your study of the CIA, you should be apprised of the work of a panel of consultants on the covert activities of the CIA which has been set up under Lieut. General James Doolittle. Inasmuch as it would be difficult, if not impossible, for your task force to get into the details of CIA's clandestine operations, yet in view of the importance of some outside impartial body scrutinizing this aspect of CIA's work which accounts for such a large proportion of that Agency's expenditures, I have asked General Doolittle to undertake that specific task. In view of the complex interrelationship of intelligence operations, it will be inevitable that certain of the matters covered by General Doolittle's group will also be of concern to yours. I suggest that you and General Doolittle confer so as to avoid unnecessary duplication.

Dwight D. Eisenhower

Prepared by:LBKirkpatrick:rm 26 July 1954